



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Public Service Commission



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RESPONSE RATE

93%

144 OF 155 RESPONDENTS

RESPONSE RATE 2018: 93%

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2018 **+3**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(66%)

ENGAGEMENT WITH WORK

77%

DIFFERENCE FROM 2018 **+4**
(73%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(73%)

SENIOR MANAGERS

70%

DIFFERENCE FROM 2018 **+4**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+20**
(50%)

COMMUNICATION

75%

DIFFERENCE FROM 2018 **-4**
(79%)

DIFFERENCE FROM PUBLIC SECTOR **+13**
(62%)

HIGH PERFORMANCE

77%

DIFFERENCE FROM 2018 **+5**
(72%)

DIFFERENCE FROM PUBLIC SECTOR **+12**
(65%)

PUBLIC SECTOR VALUES

78%

DIFFERENCE FROM 2018 **+3**
(76%)

DIFFERENCE FROM PUBLIC SECTOR **+16**
(62%)

DIVERSITY & INCLUSION

86%

DIFFERENCE FROM 2018 **+4**
(82%)

DIFFERENCE FROM PUBLIC SECTOR **+17**
(69%)

FLEXIBLE WORKING SATISFACTION

85%

DIFFERENCE FROM 2018 **+7**
(78%)

DIFFERENCE FROM PUBLIC SECTOR **+26**
(59%)

ACTION ON RESULTS

73%

DIFFERENCE FROM 2018 **+1**
(73%)

DIFFERENCE FROM PUBLIC SECTOR **+34**
(39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

| | AGREEMENT 2019 | AGREEMENT 2018 |
|---|-------------------|-------------------|
| 2a. My workgroup strives to achieve customer/client satisfaction | 95% | 91% |
| 8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 94% | 84% |
| 8e. My manager supports flexible working in my team | 90% | 86% |
| 2c. I receive help and support from other members of my workgroup | 90% | 90% |
| 1h. I am comfortable notifying my manager if I become aware of any risks at work | 89% | - |
| 1a. I understand what is expected of me to do well in my role | 89% | 81% |
| 6i. Senior managers in my organisation support the career advancement of women | 89% | 84% |
| 2b. My workgroup works collaboratively to achieve its objectives | 88% | 83% |
| 5b. My manager listens to what I have to say | 87% | 85% |
| 8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 87% | 84% |

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

| | AGREEMENT 2019 | AGREEMENT 2018 |
|---|-------------------|-------------------|
| 11a. I have confidence in the ways my organisation resolves grievances | 52% | 35% |
| 5h. My manager deals appropriately with employees who perform poorly | 53% | 50% |
| 3g. I am satisfied with the opportunities available for career development in my organisation | 55% | 47% |
| 7g. I have confidence in the way recruitment decisions are made | 55% | 52% |
| 7c. I feel that change is managed well in my organisation | 60% | 57% |
| 7k. I feel a strong personal attachment to my organisation | 62% | 60% |
| 6h. I feel that senior managers listen to employees | 63% | 66% |
| 7d. There is good co-operation between teams across our organisation | 64% | 57% |
| 6d. Senior managers encourage innovation by employees | 65% | 60% |
| 6b. I feel that senior managers effectively lead and manage change | 66% | 62% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

| | AGREEMENT 2019 | AGREEMENT 2018 |
|---|-------------------|-------------------|
| 11a. I have confidence in the ways my organisation resolves grievances | 52% | 35% |
| 3f. I have received appropriate training and development to do my job well | 67% | 53% |
| 6a. I believe senior managers provide clear direction for the future of the organisation | 74% | 61% |
| 1f. I am able to keep my work stress at an acceptable level | 80% | 70% |
| 8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 94% | 84% |
| 3e. My performance is assessed against clear criteria | 69% | 60% |
| 7f. My organisation is committed to developing its employees | 69% | 60% |
| 3g. I am satisfied with the opportunities available for career development in my organisation | 55% | 47% |
| 1a. I understand what is expected of me to do well in my role | 89% | 81% |
| 1e. I am satisfied with my job | 77% | 69% |

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

| | AGREEMENT 2019 | AGREEMENT 2018 |
|---|-------------------|-------------------|
| 5e. My manager involves my workgroup in decisions about our work | 78% | 85% |
| 2e. People in my workgroup treat each other with respect | 84% | 91% |
| 6g. I feel that senior managers keep employees informed about what's going on | 68% | 74% |
| 5c. My manager communicates effectively with me | 77% | 82% |
| 2d. There is good team spirit in my workgroup | 81% | 84% |
| 6h. I feel that senior managers listen to employees | 63% | 66% |
| 5d. My manager encourages and values employee input | 84% | 86% |
| 5f. I have confidence in the decisions my manager makes | 76% | 77% |
| 2c. I receive help and support from other members of my workgroup | 90% | 90% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q7g. I have confidence in the way recruitment decisions are made



Q6d. Senior managers encourage innovation by employees



Q7k. I feel a strong personal attachment to my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q7g. I have confidence in the way recruitment decisions are made



Q6d. Senior managers encourage innovation by employees



Q7k. I feel a strong personal attachment to my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q7g. I have confidence in the way recruitment decisions are made



Q6d. Senior managers encourage innovation by employees



Q7k. I feel a strong personal attachment to my organisation



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 144

| | | | | | |
|--|-----------------|---|-----------------|--|-----------------|
| Gender | Survey % | Employment Status | Survey % | Type of work | Survey % |
| Male | 35 | Senior Executive (ongoing/permanent or term) | 7 | Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) | 3 |
| Female | 63 | Ongoing/Permanent (other than senior executive) | 67 | Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 4 |
| Other | 2 | Temporary (including temporary teachers and graduates) | 19 | Administrative support (e.g. executive/personal assistant, receptionist) | 10 |
| Age | Survey % | Casual | 0 | Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | 16 |
| 15 - 34 years | 29 | Contract – Non Executive | 7 | Policy | 28 |
| 35 - 54 years | 55 | Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term) | 0 | Research | 4 |
| 55+ years | 16 | Other | 0 | Program and project management support | 26 |
| LOTE spoken at home | Survey % | Don't know | 1 | Legal (including developing and/or reviewing legislation) | 2 |
| Yes | 19 | Manager of managers | Survey % | Other | 7 |
| No | 73 | Yes | 10 | Organisation Tenure | Survey % |
| Prefer not to say | 8 | No | 90 | Less than 1 year | 37 |
| Aboriginal and/or Torres Strait Islanders | Survey % | Supervisors | Survey % | 1 - 2 years | 17 |
| Yes | 3 | Yes | 36 | 2 - 5 years | 28 |
| No | 93 | No | 64 | 5 - 10 years | 17 |
| Prefer not to say | 4 | Working arrangement | Survey % | 10 - 20 years | 1 |
| Disability | Survey % | Full-time | 88 | More than 20 years | 0 |
| Yes | 11 | Part-time | 12 | Salary | Survey % |
| No | 87 | | | \$83,402 and below | 15 |
| Prefer not to say | 2 | | | \$83,403 - \$108,043 | 29 |
| LGBTI | Survey % | | | \$108,044 - \$144,520 | 35 |
| Yes | 9 | | | \$144,521 and above | 12 |
| No | 88 | | | Prefer not to say | 9 |
| Prefer not to say | 3 | | | | |

Results are rounded and may not add up to 100%



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

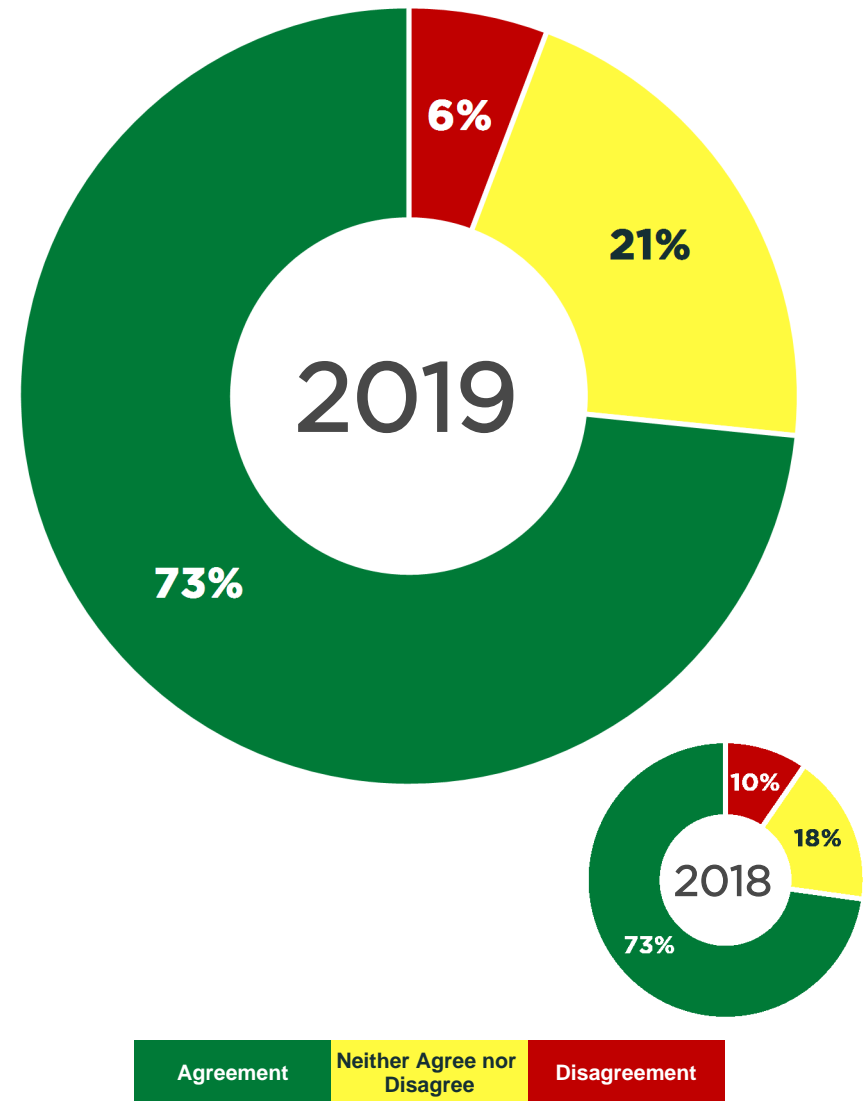
Results are rounded and may not add up to 100%

73%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

| | | |
|------------|-----------|------------|
| 39% | 0% | 73% |
| SECTOR | CLUSTER | 2018 |



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

RANK

| | | % AGREEMENT 2019 | % AGREEMENT 2018 | % AGREEMENT PUBLIC SECTOR |
|----------|---|---------------------|---------------------|---------------------------------|
| 1 | Q7b. My organisation is making the necessary improvements to meet our future challenges | 74% | 72% | 57% |
| 2 | Q7f. My organisation is committed to developing its employees | 69% | 60% | 53% |
| 3 | Q7c. I feel that change is managed well in my organisation | 60% | 57% | 42% |
| 4 | Q6c. I feel that senior managers model the values of my organisation | 75% | 69% | 52% |
| 5 | Q7a. My organisation focuses on improving the work we do | 84% | 80% | 69% |
| 6 | Q3g. I am satisfied with the opportunities available for career development in my organisation | 55% | 47% | 51% |

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Public Service Commission

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

| | Public Service Commission | Capability and Leadership Strategy Division & Jobs for people with Disability | Corporate | Office of the Commissioner & Legal Services, People & Engagement, Communications | Performance and Analytics Division |
|-----------------------|---------------------------|---|-----------|--|------------------------------------|
| NUMBER OF RESPONDENTS | 144 | 58 | 16 | 23 | 47 |
| EMPLOYEE ENGAGEMENT | 72% | 72% | 76% | 67% | 75% |
| ENGAGEMENT WITH WORK | 77% | 77% | 69% | 71% | 81% |
| SENIOR MANAGERS | 70% | 64% | 66% | 69% | 79% |
| COMMUNICATION | 75% | 75% | 71% | 71% | 80% |
| HIGH PERFORMANCE | 77% | 77% | 70% | 75% | 79% |
| PUBLIC SECTOR VALUES | 78% | 77% | 71% | 77% | 83% |
| DIVERSITY & INCLUSION | 86% | 89% | 82% | 85% | 84% |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL RESULTS

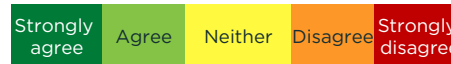
Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

| EMPLOYEE ENGAGEMENT | 72% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 |
|---|---------------------|----|----|----|----------------|----------------|------------------------|
| Q7i. I would recommend my organisation as a great place to work | 35 | 40 | 19 | | 76% | 69% | 62% |
| Q7j. I am proud to tell others I work for my organisation | 34 | 48 | 14 | | 82% | 80% | 70% |
| Q7k. I feel a strong personal attachment to my organisation | 26 | 36 | 26 | 11 | 62% | 60% | 64% |
| Q7l. My organisation motivates me to help it achieve its objectives | 26 | 44 | 19 | 8 | 70% | 69% | 56% |
| Q7m. My organisation inspires me to do the best in my job | 24 | 44 | 19 | 10 | 68% | 67% | 56% |

KEY



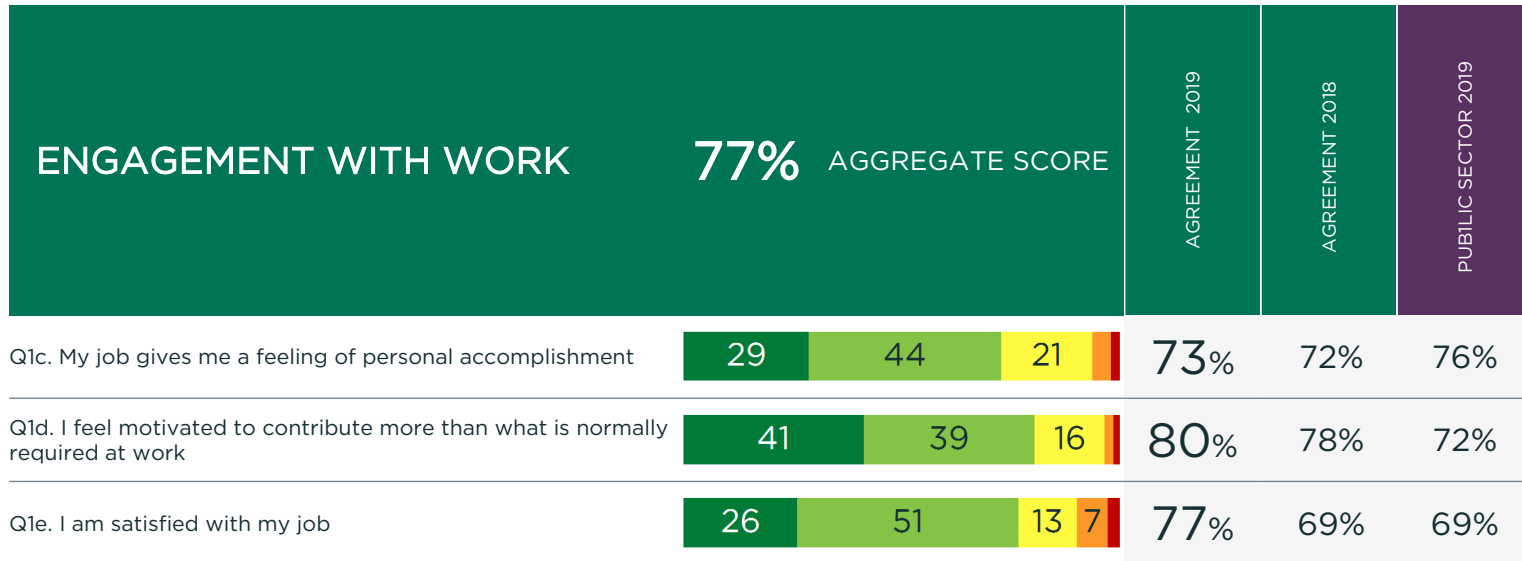


EXPLORE THE FULL RESULTS

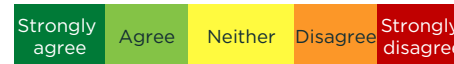
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KEY





EXPLORE THE FULL RESULTS

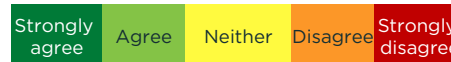
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Results are rounded and may not add up to 100%

| SENIOR MANAGERS | 70% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 |
|---|---------------------|----|----|----|----------------|----------------|------------------------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 23 | 51 | 14 | 9 | 74% | 61% | 51% |
| Q6b. I feel that senior managers effectively lead and manage change | 21 | 45 | 25 | | 66% | 62% | 47% |
| Q6c. I feel that senior managers model the values of my organisation | 33 | 42 | 18 | | 75% | 69% | 52% |
| Q6d. Senior managers encourage innovation by employees | 21 | 44 | 26 | | 65% | 60% | 51% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 24 | 51 | 17 | | 75% | 72% | 53% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 30 | 49 | 15 | | 79% | 72% | 61% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 26 | 43 | 19 | 10 | 68% | 74% | 48% |
| Q6h. I feel that senior managers listen to employees | 22 | 41 | 23 | 10 | 63% | 66% | 44% |
| Q7c. I feel that change is managed well in my organisation | 17 | 42 | 23 | 14 | 60% | 57% | 42% |

KEY





EXPLORE THE FULL RESULTS

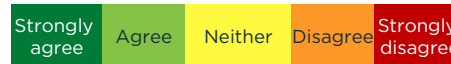
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| COMMUNICATION | 75% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC SECTOR 2019 |
|--|---------------------|----|----|----|----------------|----------------|--------------------|
| Q5c. My manager communicates effectively with me | 40 | 37 | 12 | 9 | 77% | 82% | 72% |
| Q5d. My manager encourages and values employee input | 48 | 36 | 10 | | 84% | 86% | 73% |
| Q5e. My manager involves my workgroup in decisions about our work | 40 | 38 | 14 | | 78% | 85% | 68% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 26 | 43 | 19 | 10 | 68% | 74% | 48% |
| Q6h. I feel that senior managers listen to employees | 22 | 41 | 23 | 10 | 63% | 66% | 44% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 38 | 42 | 13 | | 81% | 80% | 69% |

KEY





EXPLORE THE FULL RESULTS

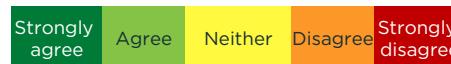
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Results are rounded and may not add up to 100%

| | 77% AGGREGATE SCORE | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 | | |
|---|---------------------|----|----------------|----------------|------------------------|-----|-----|
| Q1a. I understand what is expected of me to do well in my role | 37 | 52 | 89% | 81% | 90% | | |
| Q2b. My workgroup works collaboratively to achieve its objectives | 44 | 44 | 88% | 83% | 79% | | |
| Q3f. I have received appropriate training and development to do my job well | 19 | 48 | 26 | 67% | 53% | 66% | |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 40 | 43 | 13 | 83% | 80% | 75% | |
| Q5f. I have confidence in the decisions my manager makes | 40 | 36 | 15 | 7 | 76% | 77% | 69% |
| Q6d. Senior managers encourage innovation by employees | 21 | 44 | 26 | 65% | 60% | 51% | |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 24 | 51 | 17 | 75% | 72% | 53% | |
| Q7a. My organisation focuses on improving the work we do | 34 | 50 | 10 | 84% | 80% | 69% | |
| Q7b. My organisation is making the necessary improvements to meet our future challenges | 25 | 49 | 21 | 74% | 72% | 57% | |

KEY



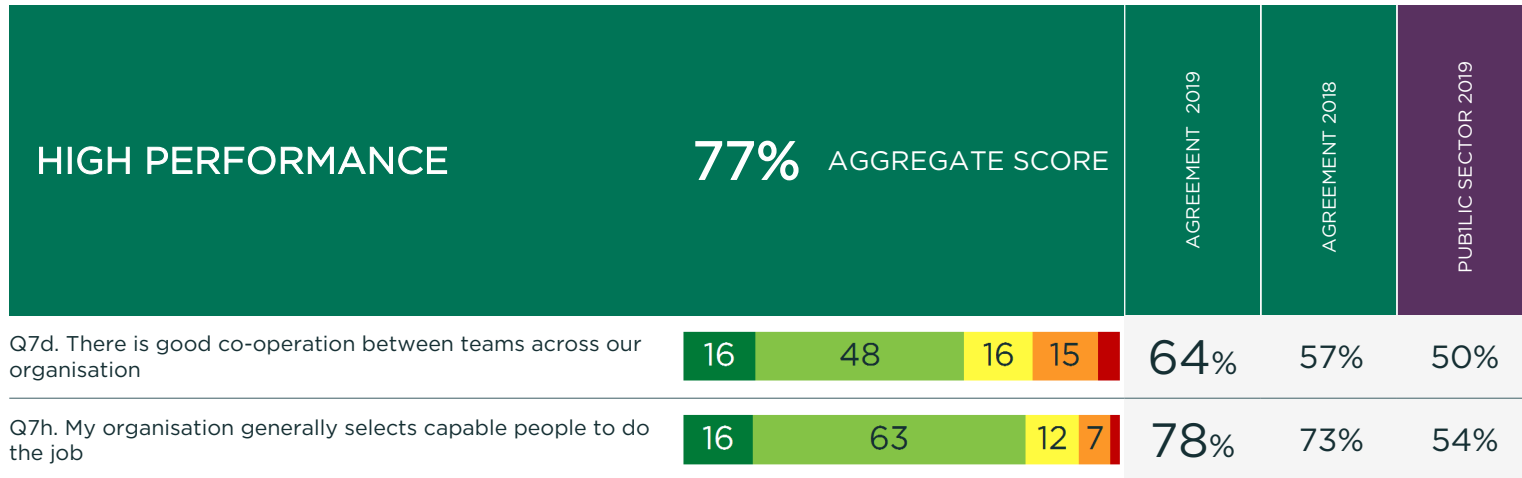


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

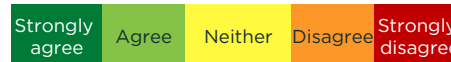
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Results are rounded and may not add up to 100%

| PUBLIC SECTOR VALUES | 78% AGGREGATE SCORE | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC SECTOR 2019 | | |
|---|---|----|----------------|----------------|--------------------|-----|-----|
| | Q2a. My workgroup strives to achieve customer/client satisfaction | 52 | 43 | 95% | 91% | 86% | |
| Q2e. People in my workgroup treat each other with respect | 57 | 27 | 11 | 84% | 91% | 75% | |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 40 | 43 | 13 | 83% | 80% | 75% | |
| Q5b. My manager listens to what I have to say | 45 | 42 | | 87% | 85% | 76% | |
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 23 | 51 | 14 | 9 | 74% | 61% | 51% |
| Q6c. I feel that senior managers model the values of my organisation | 33 | 42 | 18 | | 75% | 69% | 52% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 30 | 49 | 15 | | 79% | 72% | 61% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 26 | 43 | 19 | 10 | 68% | 74% | 48% |
| Q6h. I feel that senior managers listen to employees | 22 | 41 | 23 | 10 | 63% | 66% | 44% |

KEY



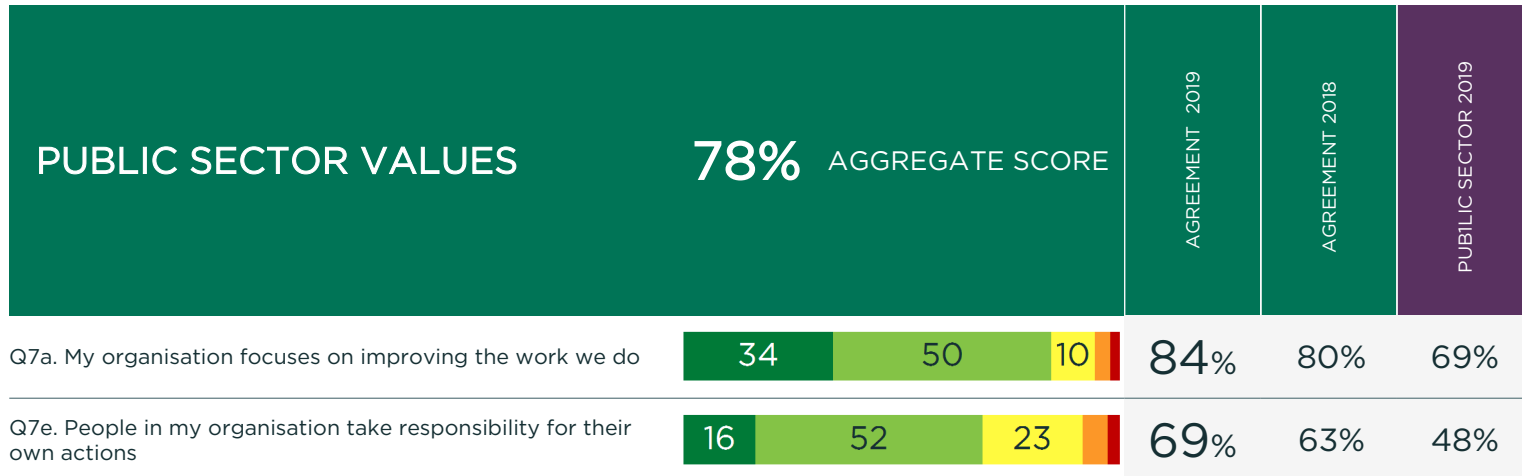


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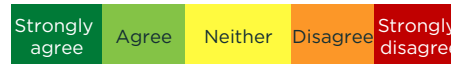
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KEY





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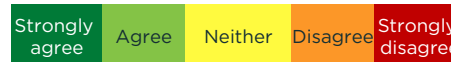
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

| DIVERSITY & INCLUSION | 86% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC SECTOR 2019 |
|--|---------------------|----|----|---|----------------|----------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work | 27 | 50 | 13 | 8 | 77% | 69% | 67% |
| Q5b. My manager listens to what I have to say | 45 | 42 | | | 87% | 85% | 76% |
| Q5d. My manager encourages and values employee input | 48 | 36 | 10 | | 84% | 86% | 73% |
| Q6i. Senior managers in my organisation support the career advancement of women | 48 | 41 | 9 | | 89% | 84% | 61% |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 60 | 34 | | | 94% | 84% | 77% |
| Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 59 | 28 | 9 | | 87% | 84% | 76% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 38 | 42 | 13 | | 81% | 80% | 69% |
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i> | 66 | 19 | 11 | | 85% | 78% | 59% |
| Q8e. My manager supports flexible working in my team | 67 | 23 | 8 | | 90% | 86% | 63% |

KEY



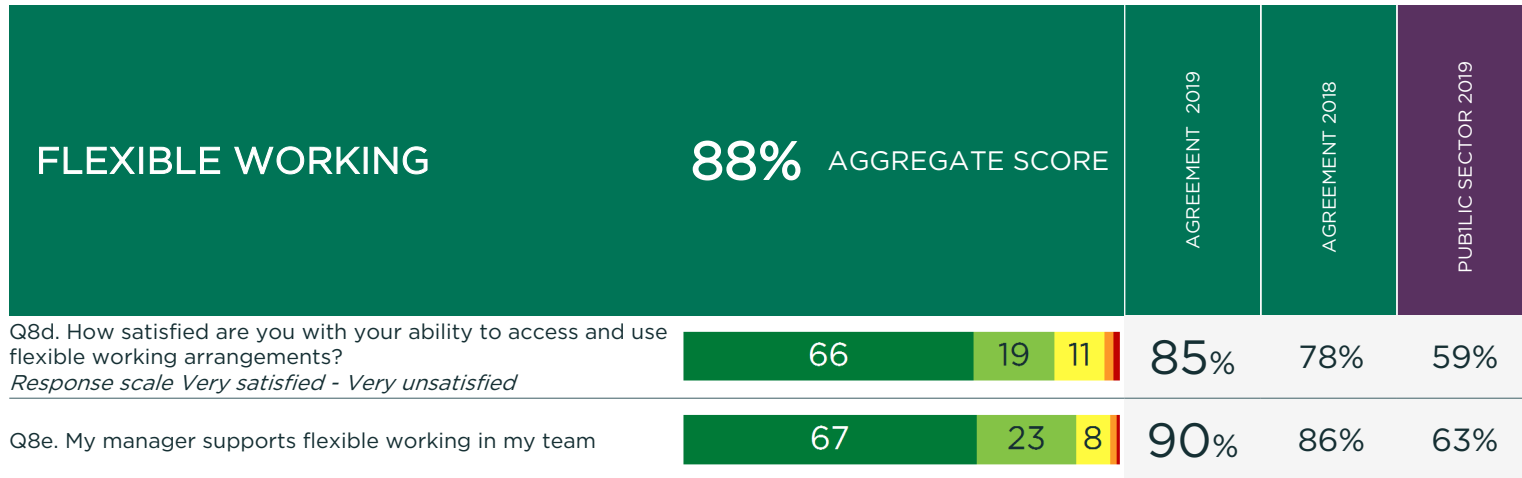


EXPLORE THE FULL RESULTS

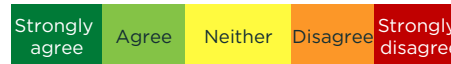
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Results are rounded and may not add up to 100%



KEY



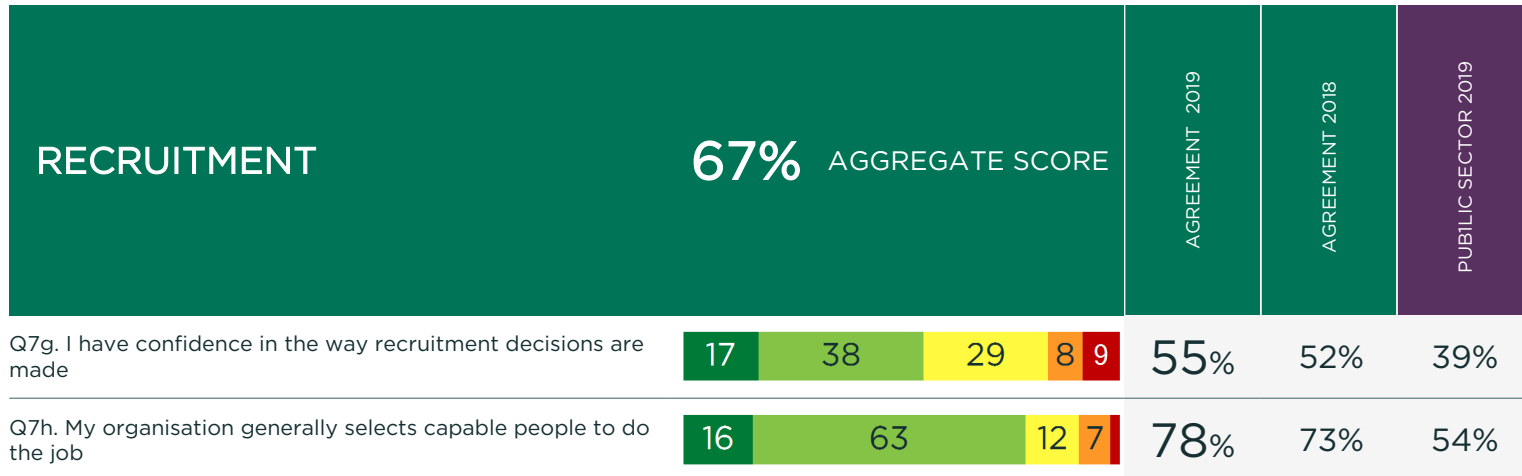


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

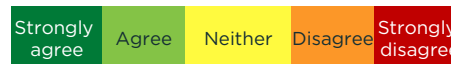
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

68% AGGREGATE SCORE

| | | | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 |
|---|----|----|----|----|---|----------------|----------------|------------------------|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 26 | 51 | 16 | | | 78% | 72% | 66% |
| Q3e. My performance is assessed against clear criteria | 19 | 51 | 21 | 9 | | 69% | 60% | 57% |
| Q3g. I am satisfied with the opportunities available for career development in my organisation | 20 | 35 | 23 | 15 | 7 | 55% | 47% | 51% |
| Q5g. My manager provides acknowledgement or other recognition for the work I do | 43 | 40 | 11 | | | 83% | 80% | 69% |
| Q5h. My manager deals appropriately with employees who perform poorly | 25 | 28 | 36 | 8 | | 53% | 50% | 48% |
| Q7f. My organisation is committed to developing its employees | 24 | 45 | 17 | 11 | | 69% | 60% | 53% |

KEY



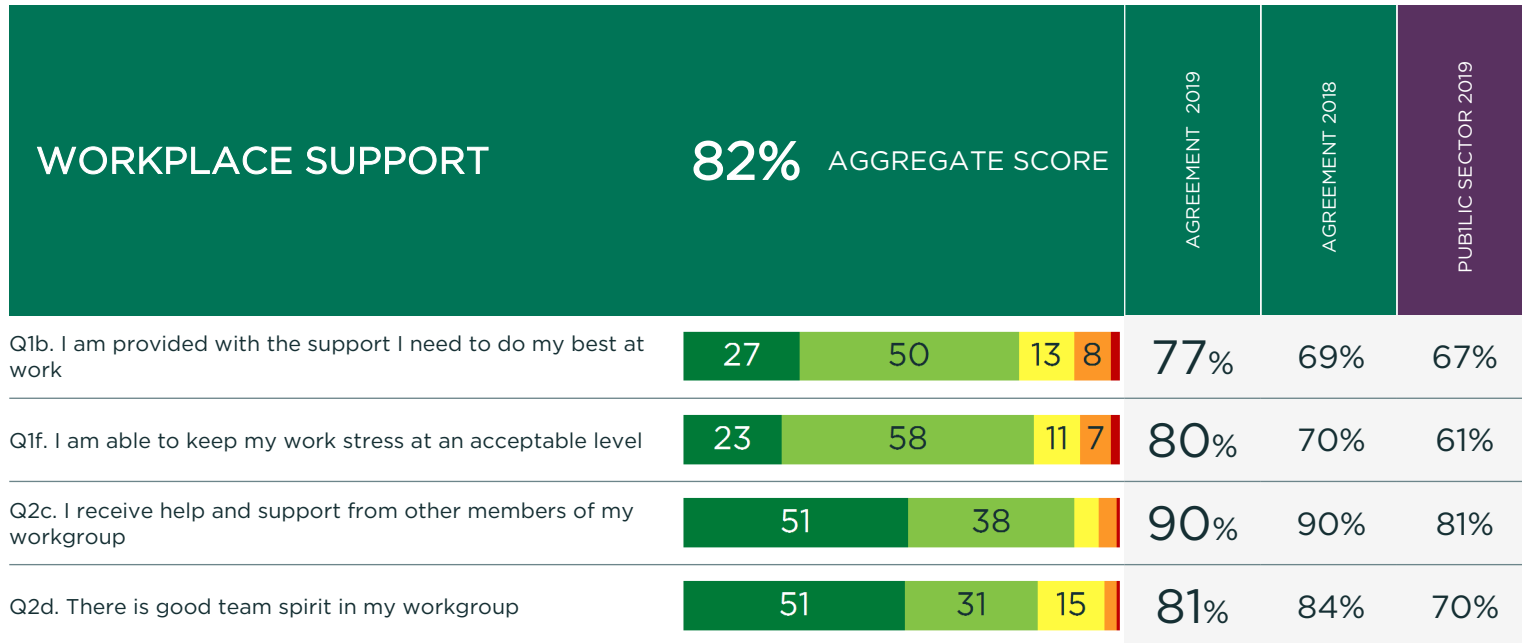


EXPLORE THE FULL RESULTS

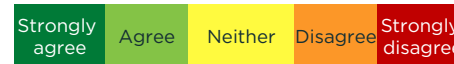
Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



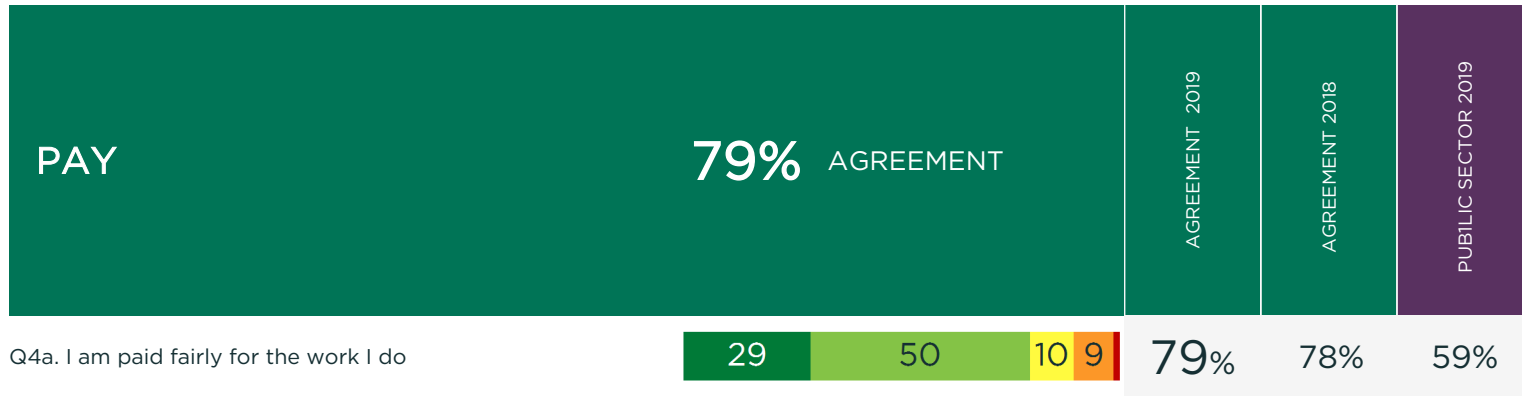


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



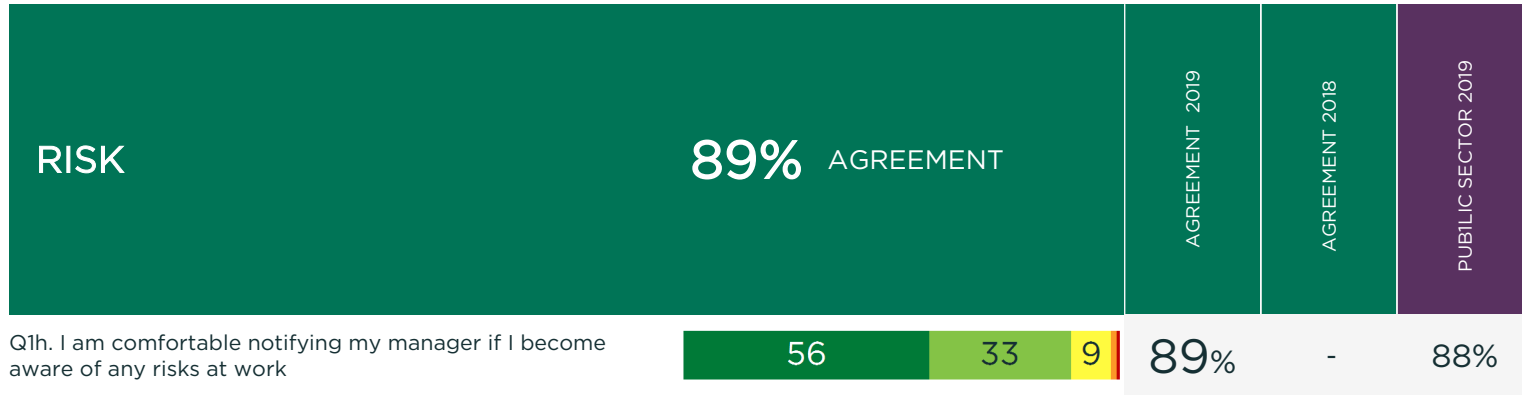


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



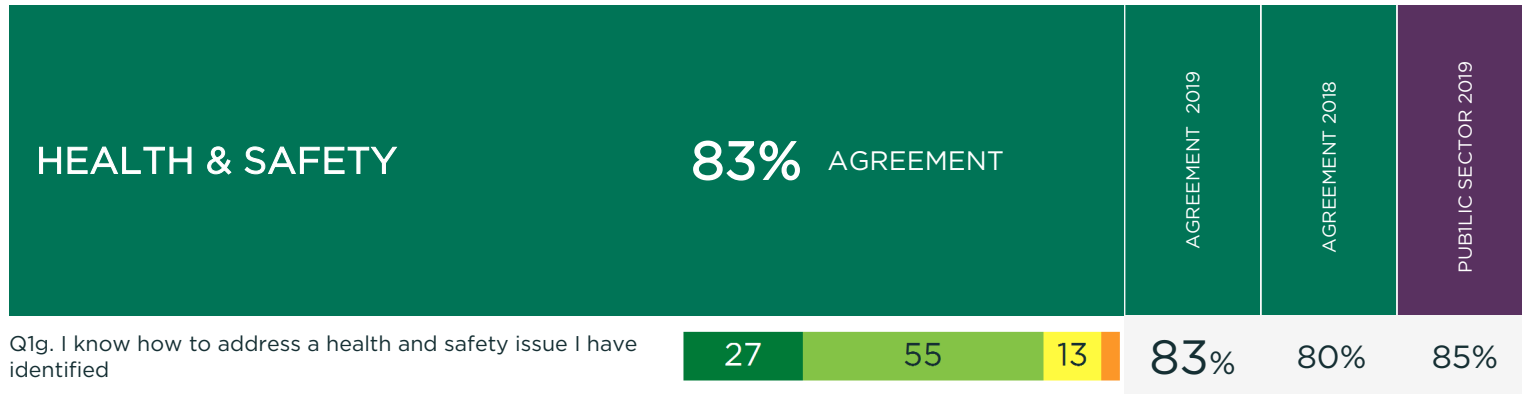


EXPLORE THE FULL RESULTS

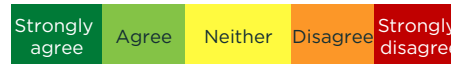
Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

ACTION ON RESULTS

73% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



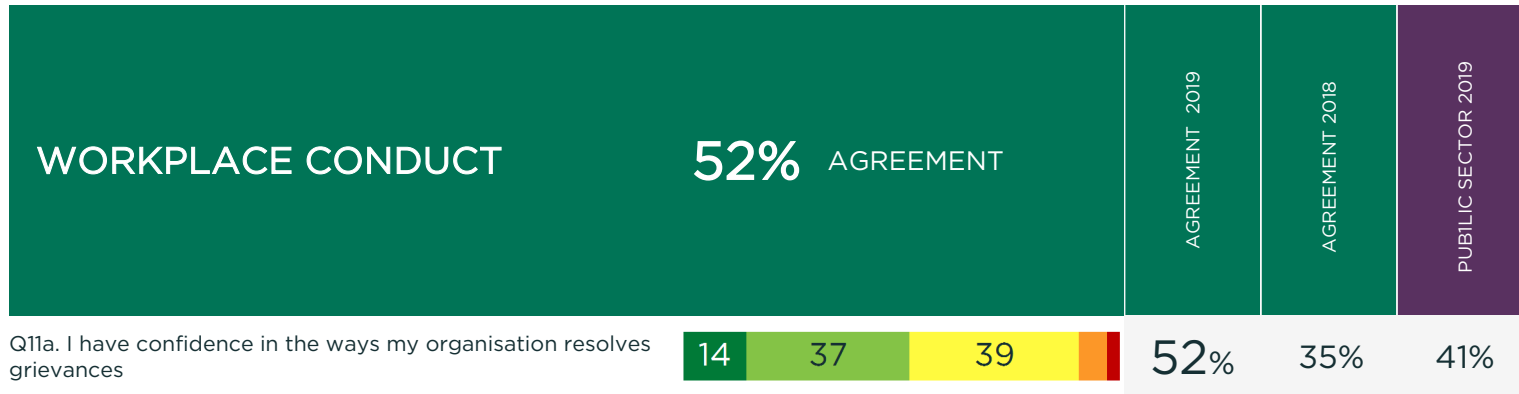


EXPLORE THE FULL RESULTS

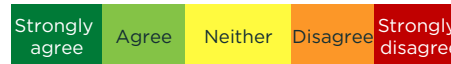
Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY

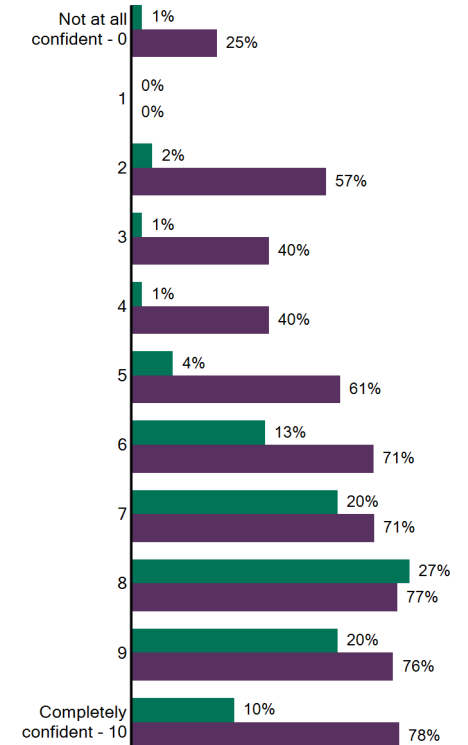
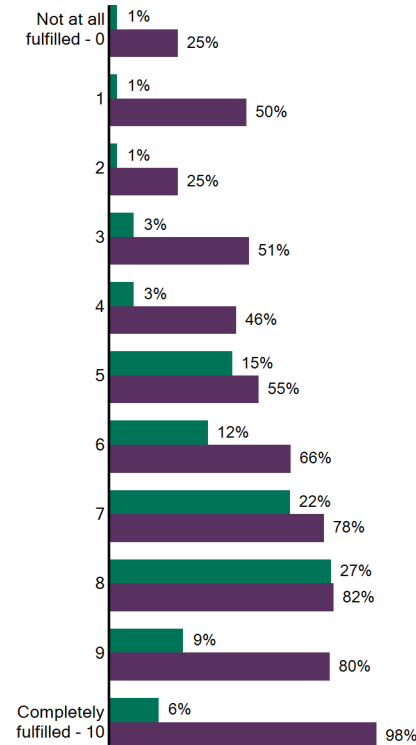
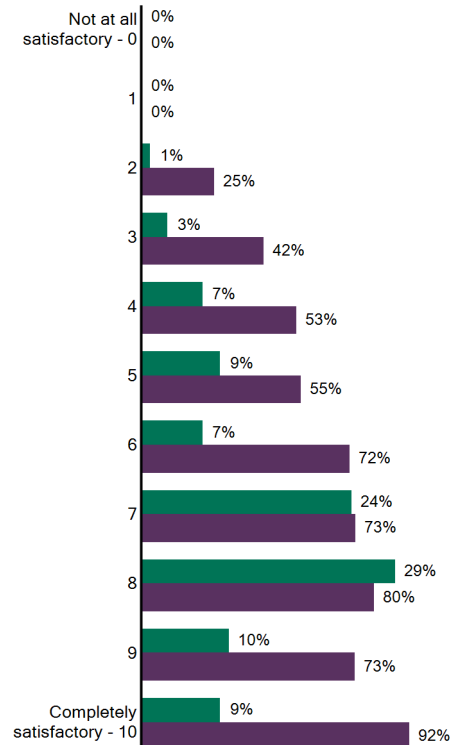


WELLBEING AND ENGAGEMENT

Q1i. In general, my sense of wellbeing is.....

Q1j. I find my life at work fulfilling

Q1k. I am confident that I am contributing my best at work



Proportion of respondents answering each response option

Employee engagement score

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

| | | 2019 | 2018 | PUBLIC SECTOR 2019 |
|--|--|------|------|--------------------|
| Q3a. I have a current performance and development plan that sets out my individual objectives | | | | |
| Yes | | 83% | 81% | 71% |
| No | | 17% | 19% | 29% |
| Q3b. I have informal feedback conversations with my manager | | | | |
| Yes | | 90% | 85% | 76% |
| No | | 10% | 15% | 24% |
| Q3c. I have scheduled feedback conversations with my manager | | | | |
| Yes | | 85% | 78% | 60% |
| No | | 15% | 22% | 40% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

| | | | | |
|-----|--|-----|-----|-----|
| Yes | | 47% | 59% | 41% |
| No | | 53% | 41% | 59% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

| | | 2019 | 2018 | PUBLIC SECTOR 2019 |
|---|--|------|------|--------------------|
| There are no major barriers to my career progression | | 33% | 33% | 29% |
| Lack of promotion opportunities | | 31% | 33% | 28% |
| Lack of visible opportunities | | 25% | 32% | 29% |
| Geographic location considerations | | 22% | 15% | 25% |
| The application/recruitment process is too cumbersome or time consuming | | 22% | 31% | 22% |
| Personal/family considerations | | 19% | 21% | 29% |
| Lack of support for temporary assignments/secondments | | 14% | 16% | 15% |
| Lack of required capabilities or experience | | 13% | 9% | 11% |
| Insufficient training and development | | 12% | 11% | 15% |
| Lack of support from my manager/supervisor | | 9% | 8% | 13% |
| Other | | 9% | 7% | 9% |

% are calculated with the number of unique respondents (N = 139 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 13% | 8% | 27% |
| No | | 72% | 79% | 56% |
| Don't know | | 15% | 13% | 17% |

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 35% | 60% | 65% |
| No | | 59% | 40% | 32% |
| Don't know | | 6% | - | 4% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13a. In the last 12 months I have witnessed bullying at work

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 19% | 19% | 33% |
| No | | 70% | 71% | 57% |
| Don't know | | 11% | 10% | 10% |

Q13b. In the last 12 months I have been subjected to bullying at work

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 9% | 7% | 18% |
| No | | 82% | 88% | 75% |
| Don't know | | 9% | 5% | 7% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

| | | 2019 | 2018 | PUBLIC SECTOR 2019 |
|--|--|------|------|--------------------|
| Your immediate manager/supervisor | | 38% | 56% | 23% |
| Prefer not to say | | 23% | 11% | 13% |
| A fellow worker at your level | | 15% | 22% | 27% |
| Other | | 15% | - | 5% |
| A senior manager | | 8% | 11% | 21% |
| A subordinate | | 0% | - | 7% |
| A client or customer | | 0% | - | 3% |
| A member of the public other than a client or customer | | 0% | - | 1% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 1% | - | 4% |
| No | | 97% | 98% | 94% |
| Don't know | | 2% | 2% | 2% |

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

| | |
|------------------------|-----|
| A person at work | (r) |
| A member of the public | (r) |
| Other | (r) |
| Prefer not to say | (r) |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|---------------|--|------------|
| GENDER | | |
| Male | | 35% |
| Female | | 63% |
| Other | | 2% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|------------|---|------------|
| AGE | | |
| 15-19 | | 0% |
| 20-24 | | 2% |
| 25-29 | ■ | 13% |
| 30-34 | ■ | 15% |
| 35-39 | ■ | 22% |
| 40-44 | ■ | 13% |
| 45-49 | ■ | 8% |
| 50-54 | ■ | 11% |
| 55-59 | ■ | 11% |
| 60-64 | | 3% |
| 65+ | | 2% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

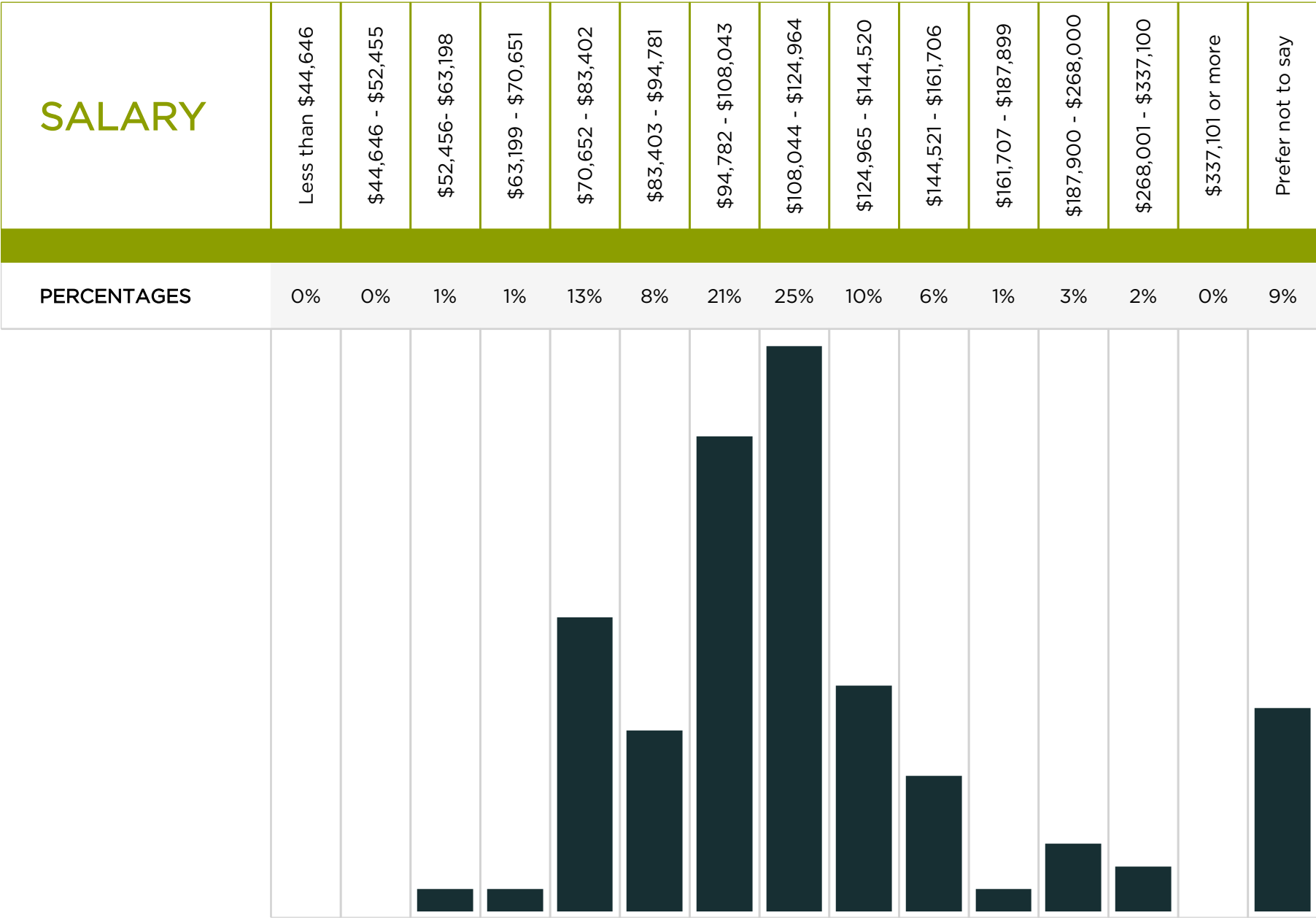
| | PERCENTAGE |
|--|------------|
| TYPE OF WORK | |
| Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) | 3% |
| Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 4% |
| Administrative support (e.g. executive/personal assistant, receptionist) | 10% |
| Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | 16% |
| Policy | 28% |
| Research | 4% |
| Program and project management support | 26% |
| Legal (including developing and/or reviewing legislation) | 2% |
| Other | 7% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|-------------------------------|--|------------|
| TENURE IN ORGANISATION | | |
| Less than 1 year | | 37% |
| 1 - 2 years | | 17% |
| 2 - 5 years | | 28% |
| 5 - 10 years | | 17% |
| 10 - 20 years | | 1% |
| More than 20 years | | 0% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|--|--|------------|
| FLEXIBLE WORKING | | |
| Flexible start and finish times | | 85% |
| Working from home | | 80% |
| Working additional hours to make up for time off | | 30% |
| Working from different locations | | 25% |
| Working more hours over fewer days | | 17% |
| Part-time work | | 12% |
| Leave without pay | | 9% |

% are calculated with the number of unique respondents (N = 137 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|--|--|------------|
| FLEXIBLE WORKING | | |
| None of the above | | 5% |
| Study leave | | 4% |
| Other | | 3% |
| Flexible scheduling for rostered workers | | 2% |
| Job sharing | | 1% |
| Purchasing annual leave | | 0% |

% are calculated with the number of unique respondents (N = 137 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing) | Other service delivery work (work that does not involve contact with the public, but it is critical to the | Administrative support (e.g. executive/personal assistant, receptionist) | Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | Policy | Research | Program and project management support | Legal (including developing and/or reviewing legislation) | Other |
|----------------------------------|---------------------------|--|--|--|---|--------|----------|--|---|-------|
| NUMBER OF RESPONDENTS | 144 | 4 | 5 | 13 | 22 | 38 | 6 | 36 | 3 | 9 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) | (r) | (r) | 73% | (r) | 76% | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) | (r) | (r) | 83% | (r) | 79% | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) | (r) | (r) | 64% | (r) | 74% | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) | (r) | (r) | 77% | (r) | 82% | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) | (r) | (r) | 79% | (r) | 82% | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) | (r) | (r) | 77% | (r) | 85% | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) | (r) | (r) | 92% | (r) | 89% | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Less than \$44,646 | \$44,646 - \$52,455 | \$52,456 - \$63,198 | \$63,199 - \$70,651 | \$70,652 - \$83,402 | \$83,403 - \$94,781 | \$94,782 - \$108,043 | \$108,044 - \$124,964 | \$124,965 - \$144,520 | \$144,521 - \$161,706 | \$161,707 - \$187,899 | \$187,900 - \$268,000 | \$268,001 - \$337,100 |
|------------------------------|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| NUMBER OF RESPONDENTS | 144 | 0 | 0 | 1 | 1 | 18 | 11 | 28 | 34 | 14 | 8 | 2 | 4 | 3 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 76% | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 72% | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 68% | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 76% | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 76% | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 77% | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | 86% | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | \$337,101 or more | Prefer not to say |
|------------------------------|---------------------------|-------------------|-------------------|
| NUMBER OF RESPONDENTS | 144 | 0 | 12 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Less than 1 year | 1 - 2 years | 2 - 5 years | 5 - 10 years | 10 - 20 years | More than 20 years |
|------------------------------|---------------------------|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS | 144 | 49 | 23 | 37 | 23 | 1 | 0 |
| EMPLOYEE ENGAGEMENT | 72% | 77% | (r) | 66% | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | 84% | (r) | 70% | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | 75% | (r) | 68% | (r) | (r) | (r) |
| COMMUNICATION | 75% | 84% | (r) | 75% | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | 85% | (r) | 75% | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | 87% | (r) | 77% | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | 92% | (r) | 89% | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Flexible start and finish times | Working more hours over fewer days | Working additional hours to make up for time off | Flexible scheduling for rostered workers | Part-time work | Job sharing | Working from different locations | Working from home | Purchasing annual leave | Leave without pay | Study leave | Other | None of the above |
|------------------------------|---------------------------|---------------------------------|------------------------------------|--|--|----------------|-------------|----------------------------------|-------------------|-------------------------|-------------------|-------------|-------|-------------------|
| NUMBER OF RESPONDENTS | 144 | 117 | 23 | 41 | 3 | 17 | 2 | 34 | 110 | 0 | 12 | 5 | 4 | 7 |
| EMPLOYEE ENGAGEMENT | 72% | 73% | (r) | 74% | (r) | (r) | (r) | 69% | 73% | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | 78% | (r) | 80% | (r) | (r) | (r) | 79% | 79% | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | 70% | (r) | 76% | (r) | (r) | (r) | 64% | 71% | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 75% | 77% | (r) | 80% | (r) | (r) | (r) | 77% | 77% | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | 78% | (r) | 81% | (r) | (r) | (r) | 77% | 78% | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | 80% | (r) | 84% | (r) | (r) | (r) | 77% | 79% | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | 88% | (r) | 90% | (r) | (r) | (r) | 90% | 89% | (r) | (r) | (r) | (r) | (r) |

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Sydney East | Sydney West | Sydney - City and Inner South | Sydney - Inner West | Outside NSW | Sydney - Eastern Suburbs | Sydney - North Sydney and Hornsby | Capital Region | Central Coast | Central West | Coffs Harbour - Grafton | Far West and Orana | Hunter Valley exc Newcastle |
|-----------------------|---------------------------|-------------|-------------|-------------------------------|---------------------|-------------|--------------------------|-----------------------------------|----------------|---------------|--------------|-------------------------|--------------------|-----------------------------|
| NUMBER OF RESPONDENTS | 144 | 129 | 0 | 123 | 4 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) | 73% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) | 78% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) | 79% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) | 81% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) | 88% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Illawarra | Mid North Coast | Murray | New England and North West | Newcastle and Lake Macquarie | Richmond - Tweed | Riverina | Southern Highlands and Shoalhaven | Sydney - Baulkham Hills and Hawkesbury | Sydney - Blacktown | Sydney - Inner South West | Sydney - Northern Beaches | Sydney - Outer South West |
|-----------------------|---------------------------|-----------|-----------------|--------|----------------------------|------------------------------|------------------|----------|-----------------------------------|--|--------------------|---------------------------|---------------------------|---------------------------|
| NUMBER OF RESPONDENTS | 144 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Sydney - Outer West and Blue Mountains | Sydney - Parramatta | Sydney - Ryde | Sydney - South West | Sydney - Sutherland |
|------------------------------|---------------------------|--|---------------------|---------------|---------------------|---------------------|
| NUMBER OF RESPONDENTS | 144 | 0 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | 15-19 | 20-24 | 25-29 | 30-34 | 35-39 | 40-44 | 45-49 | 50-54 | 55-59 | 60-64 | 65+ |
|------------------------------|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|
| NUMBER OF RESPONDENTS | 144 | 0 | 2 | 17 | 19 | 29 | 17 | 11 | 15 | 15 | 4 | 2 |
| EMPLOYEE ENGAGEMENT | 72% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 75% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 78% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 86% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW
CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

| | Public Service Commission | Male | Female | Other |
|------------------------------|---------------------------|------|--------|-------|
| NUMBER OF RESPONDENTS | 144 | 47 | 85 | 3 |
| EMPLOYEE ENGAGEMENT | 72% | 78% | 71% | (r) |
| ENGAGEMENT WITH WORK | 77% | 83% | 74% | (r) |
| SENIOR MANAGERS | 70% | 71% | 72% | (r) |
| COMMUNICATION | 75% | 78% | 75% | (r) |
| HIGH PERFORMANCE | 77% | 78% | 79% | (r) |
| PUBLIC SECTOR VALUES | 78% | 80% | 80% | (r) |
| DIVERSITY & INCLUSION | 86% | 87% | 88% | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

GUIDE TO THIS REPORT

SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

PRIVACY

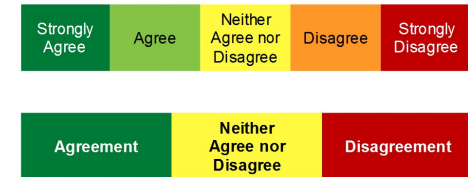
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.